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## CATALYST AND PARTNER

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### MISSION

By its commitment and its high-quality services, INS Québec affirms its mission as a “Catalyst of dreams... one athlete at a time”.



### VISION

INS Québec's reason for action is both clear and precise: be an essential performance partner for Quebec and Canadian high-performance sports.

### VALUES

To accomplish its mission and make its vision a reality, INS Québec relies on a triangle of values to define its management culture and drive its actions:  
Excellence – Ethics – Collaboration.

### INS QUÉBEC

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Founded in 1997, the Institut national du sport du Québec is a private not-for-profit organization that supports all athletes involved in Olympic or Paralympic sports and high-level coaches in Québec. INS Québec coordinates a Québec wide network, including its Olympic Park complex, the 8 regional multi-sport training centres, and the 13 single-sport training centres.

### VALUES

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**Excellence :** The pursuit of a culture of excellence for all partners of INS Québec partner.

**Ethics :** Interventions driven by an ethical and fair environment.

**Collaboration :** Work and think together in respect for the partners to contribute to the fulfillment of the athletes' dreams.

### DIRECTIONS

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Providing sport science and sport medicine services comparable to the best practices in the world.

Improved support for the next generation of high-performance athletes.

Priority access to world class training facilities and treatment spaces.

# INS QUEBEC'S STRATEGIC PLAN 2017-2021

## THE 3 PILLARS OF INTERVENTION

## THE 8 STRATEGIC DIRECTIONS

## THE 20 STRATEGIES TO PURSUE



### SUPPORT

Support is part of INS Québec's DNA. While the ways of intervening have evolved, the function remains. This pillar specifies how its intervention and its delivery of services to athletes and the sport community will progress.

#### SERVICE OFFERING AND TARGET CLIENTELE

- Discern athletes' needs and establish a quality service that adequately meets the needs of athletes and sports.
- Orient research and innovation to the specific needs of sports and their impact on athletes' performance.

#### FUNDING AND BUSINESS MODEL

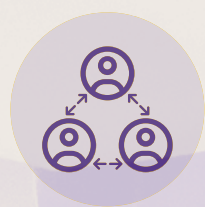
- Strengthen the INS Québec sponsorship program.
- Organize fundraising activities.
- Make representations to the various levels of government.
- Study the possibility of broadening the base of clientele who can be charged.

#### HUMAN RESOURCES

- Ensure the client experience meets the established quality standards.
- Attract, develop and retain the best experts for INS Québec's poles of expertise.
- Improve the engagement and retention rate of INS Québec employees.

#### GOVERNANCE

- Establish a governance manual based on the best practices known.
- Develop a risk management policy.



### COLLABORATE

Using collaboration as the central basis of its intervention, INS Québec will accomplish its mission by enabling the stakeholders to join together to improve athletic performance.

#### POSITIONING AND NETWORK

- Operationalize the INS Québec network at the Quebec level.
- Obtain the contribution of the public authorities and the private sector to obtain an adequate funding level.

#### STRATEGIC MONITORING AND BUSINESS INTELLIGENCE

- Implement a strategic monitoring structure and mechanisms for sharing and disseminating best practices internally and to INS Québec clients.
- Improve our methods of collection and analysis of internal and external data in support of decision-making.

#### COLLABORATION AMONG CANADIAN INSTITUTES

- Encourage sharing of best practices among Canadian institutes.
- Benefit from the opportunities of the institutes network, particularly in terms of positioning and funding.



### COMMUNICATE

By intensifying its communication efforts, INS Québec ensures that its role and contribution are well known.

#### RECOGNITION AND COMMUNICATION

- Define, develop and obtain recognition of INS Québec's poles of expertise.
- Develop and deploy a corporate communication plan.
- Annually measure our recognition in Quebec with our clients and partners.